

14 July 1964

MEMORANDUM FOR: Director of Personnel

FROM : Chief, Personnel Recruitment Division

SUBJECT : Comments on Certain Sections of the Inspector General's Report

1. Wherein the Inspector General recommends (Recommendation No. 1 in Section C) that the Director of Personnel develop a current statement to be used by field recruiters to describe CIA to applicants for employment, we agree wholeheartedly and have taken steps to comply; (See Tab A).

2. With respect to Section 2 (Personnel Recruitment Division), and Section C (Personnel Processing Costs), I am attaching the comments (Tab B) of the Chief, Field Recruitment Branch, which offer some food for thought, particularly in the area of computer retrieval of former applicant files which may fit current requirements, and also in the clerical area wherein current requirements could be serviced automatically through a CIA punch card system tied in with the USES offices, business schools, and junior colleges that are automated to receive and feed back our standards in terms of qualified applicants. Wherein Mr. [REDACTED] suggests in the earlier part of his memo that certain of our recruiters could be converted to Headquarters' specialists in the more technical areas of the DOSST offices, I would not agree. This type of a recruitment for SPIC, under Mr. [REDACTED] last year, worked very well indeed, but, in my opinion, it was a single component package that lent itself precisely to the type of program Mr. [REDACTED] mounted and carried out so successfully. By contrast, the DOSST requirements are so widely scattered and at such high levels, by and large, that I would question the possibility of trying to specialize a recruiter in this area.

3. Wherein the Inspector General's report cites in Section 2, paragraph 4a the wide differences in productivity of recruiters and implies that the new recruiters who were hired during 1963 have been disappointing, I would have to argue that any new recruiter's productivity is bound to be disappointing. I am convinced that recruiting for CIA is not something that can

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be learned by anyone over night. With the best of material [REDACTED] for example) I think it takes three years to produce a real producer. This is a problem we have to face up to in a different way than simply hiring recruiters and assigning them a territory. I think the good recruiter of the future should be spotted now and moved into either WFO or Placement Branch for a prolonged period of in-house training, supplemented by specific OFR training, before he is put on the road.

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Attachments: A/S

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*Note: You were previously furnished C/PRD MEMORANDUM FY 65-1, SUBJECT: Interviewing Technique Seminar, which is Tab A.

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ORIGINAL DOCUMENT MISSING PAGE(S):

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